

Healthy Workplaces: Listening Within and Beyond our Borders



Presentation at
QWQHC 3rd Annual Summit
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Presentation Outline

- Part 1: Listening within our borders:
Healthy Workplace Initiative (HWI):
Policy Synthesis Report
- Part 2: Listening beyond our borders:
Healthy Workplace Initiatives
International Review



Part 1:

- Listening within our borders: Healthy Workplace Initiative (HWI): Policy Synthesis Report
 - Background
 - Project designs
 - Key findings
 - Summary and Future Directions



Background:

Purpose of Policy Synthesis Paper

- Synthesize the key findings from the funded HWI projects
- Identify gaps and policy issues with implications for future work



Background: HWI Objectives

- *Establish policies/settings* that enhance the workplace, thereby improving provision of quality health care;
- Decrease *absenteeism, turnover and overtime* of health care workers to improve health system productivity;
- Improve the *health and well-being* of health care workers which will contribute to improved patient outcomes and health system efficiency.



Background: What is a Healthy Healthcare Workplace?

A practice setting which promotes good working conditions that contribute to better outcomes for health care workers, patients, and organizations.

(Health Canada 2004)

Background:

Overview of Projects

- Funding \$4M over 5 years
- 17 provincial projects – one in each province with 2 exceptions (BC/ON)
- Recipients: RHAs; provincial governments; health organizations; and universities
- Project duration: 2005 – 2007 (some ended 2008)



Background: HWI Reports

External and Internal Drivers

External Drivers

- External Standards/Reports
- Health System changes/pressures
- Paradigm shift
- Recruitment/Retention
- Research/Evidence

Internal Drivers

- Internal Culture Shift
- Opportunity to build on existing programs
- Organization-specific data/statistics



Project Designs: Provincial Projects

Four Project Themes

- *Culture Shift & System Change* (4 projects)
- *Safety & Injury Prevention* (4 projects)
- *Workplace Assessment & Improvements* (4 projects)
- *Holistic Approach to Health & Wellness* (5 projects)



Project Design: National Project Topics

- *Quality Worklive Quality Healthcare Collaborative* (Accreditation Canada)
- *Retaining and Valuing Experiences Nurses* (Canadian Federation of Nurses Unions)
- *Healthy Workplaces Related to Home and Community Nurses and the Resulting Effect on Recruitment and Retention* (Victorian Order of Nurses)



Project Designs: Barriers/Challenges

- Change management
- Communication
- Data/information
- Lack of engagement/support
- Organization-specific issues
- Resources
- Workload



Project Designs: Supportive Factors

- Alignment with existing programs/work
- Collaborative approach
- Expertise available
- Flexible approach
- Involvement of stakeholders
- Leadership support/champions
- Sufficient Resources
- Supportive policy directions



Key Findings Outline:

- Overarching Results
- Outputs
- Outcomes
- Sustainability Factors



Key Findings: Overarching Key Results (1)

- *Access to HWI resources* – improved availability of data, leading approaches and assessment tools to better inform action planning
- *Awareness*– increased awareness and discussion of the importance of healthy workplaces, use of resources & tools, and opportunities for education
- *Broader Approach/Understanding* – to stressors/contributors to quality of worklife



Key Findings: Overarching Key Results (2)

- *Engagement/Collaboration* – increased involvement by all staff, but particularly among front-line employees, in issue identification & resolution
- *Commitment* – increased leadership support & commitment to action
- *Communication* – improved across levels within the organization



Key Findings: Project Outputs

- Development of tools and resources
- Healthy Workplace programs and educational materials
- Development of indicators, standards, reporting mechanisms
- Organizational Changes/Developments
- Research



Key Findings: Project Outcomes

- Limited outcome data available due to short duration of projects and confounding factors
- Some progress apparent (e.g., sick time, patient safety, and staff satisfaction)



Key Findings: Sustainability Factors

- Education and communication
- Integration into workplace practices
- Leadership and partnerships
- Organizational direction/plans
- Research and evaluation
- Standards and accountability



Key Findings: Future Plans

Projects reported they plan to:

- Continue/expand program with dedicated resources (5 projects)
- Implement changes through existing programs and practices (9 projects)
- Continue research/education (6 projects)
- Seek support/resources to continue (5 projects)

Summary:



- Definite project successes with transferable learnings
- Better understanding of key elements required for HWI (e.g., leadership, collaboration, engagement, enabling environment, tools/ processes, communication, evaluation)
- Change is evident
- HWI objectives have been addressed



Summary:

- However.....
- Gap in research on the link between QWL and cost impact and patient safety/outcomes, and which are the most effective approaches

Summary:

Directions for Future Action

- Accountability and Indicator Development
- Collaboration
- Integration into Practice
- Knowledge Dissemination
- Leadership
- Research
- Resources



Part 2:

- Listening beyond our borders: Healthy Workplace Initiatives International Review
 - Background
 - Overview of Key Projects
 - Key Findings
 - Implications for HWI in Canada



Background: Project purpose

- Review of international HWI experiences and policy directions targeted to countries with experiences most informative to Canada



Background: Project objectives

- Complete scan on HWI practices and progress
- Identify (in selected countries)
 - international policy directions
 - leading practices
 - lessons learned
- Develop a synthesis of findings inform Health Canada and key stakeholders on successful approaches appearing transferable/relevant to Canadian context



Background: Methodology

- Literature search with focus (>2002)
 - CINAHL, selected government and organization websites, selected journals (International Journal for Quality in Health Care; Healthcare Papers), other referred sources
- Over 30 projects/initiatives reviewed
- Five countries chosen: Australia, New Zealand, Great Britain, Scotland, U.S.A.



Background: Themes Identified

- Emerging areas of focus
 - *Healthy and safe workplace*
 - *Health promotion in the workplace*
 - *Productivity and effectiveness (work & workplace design)*
- Emerging outputs
 - *Policy/legislation*
 - *Best practices/guidelines/standards/tools*
 - *Lessons learned*



Background: International External and Internal Drivers

External Drivers

- Workforce shortages
- Health system changes/pressures
- Increasing government & consumer expectations
- Results from government studies and research
- Link among health, productivity and competitiveness
- Increase age & diversity of population
- Technological development

Internal Drivers

- Local workforce issues:
 - recruitment & retention
 - > injury & LTD rates
 - > absenteeism
 - < work satisfaction
- Poorer patient outcomes
- Changing health needs requiring role changes
- New service approaches & need for work re-design



Overview of Key Projects Reviewed: Australia

- Health Workforce: Productivity Commission Research Report (2005)
- National Health Workforce Strategic Framework (NHWSF)
- Workforce Innovation and Reform Program
 - national evaluation framework
 - tools/guidelines/frameworks
 - research
 - demonstration projects/pilots
 - information dissemination
- Need for improved health workforce outcomes through by workforce innovation
- Seven principles/action areas
 - #3: health environments and
 - #5: optimal use of skills/workforce adaptability
- 2009 Demonstration Projects
 - Align with NHWSF principles



Overview of Key Projects Reviewed: New Zealand

- Health Workforce Advisory Committee
- National Guidelines and Framework for the Promotion of Healthy Work Environments
- Outlined principles & sub-principles for development of Healthy Workplaces
- National ministerial recommendations



Overview of Key Projects

Reviewed: Great Britain

- Improving Working Lives Standard
- Accreditation - Practice Plus National Audit Instrument
- NHS Employers
- Partnership for Occupational Safety and Health in Healthcare
- NHS Plan – Department of Health (2000)
- IWL accreditation process (until 2006)
- NHS drives the Workforce Agenda in the healthcare sector with 4 priorities
- Occupational Health and Safety Standards



Overview of Key Projects Reviewed: Scotland

- Balanced Working Lives (BWL) Programme
- Partnership for Occupational Safety and Health in Healthcare
- Scottish Centre for Healthy Working Lives
- Desired outcomes of BWL
- POSHH set up/supported by Scottish Minister
- Centre's Role in "Healthy Working Lives"



Overview of Key Projects Reviewed: United States

- Health Work: Striving for Excellence (AANE)
- Better Jobs – Better Care
- U.S. Department of Health
 - Study about nurse retention and recruitment issues
 - work environment improvement
 - care delivery redesign/related initiatives
 - 4 year \$15.5 million research and demonstration program
 - changes in long-term care policy and practice to reduce high vacancy and turnover rates among LTC staff
 - Healthcare worker occupational health guidelines



Overview of Key Projects Reviewed: Europe

- *European Union Legislation*
 - Health and safety at work (all sectors)
 - Community & national strategies
- *European Foundation for Improvement of Living and Working Conditions*
 - Provide info, advice and expertise on living and working conditions, industrial relations and managing change in Europe
- *European Network for Workplace Health Promotion*
 - Informal network of groups aimed at improving workplace health & well-being through public health action
- *European toolbox*
 - Exchange of programmes, models & instruments



Overview of Key Projects Reviewed: International

- Global Health Workforce Alliance
 - *Positive Practice Environments Campaign*
 - *Guidelines: Incentives for Health Professionals*
 - *Guiding Principles for National Health Workforce Strategies*
 - *Health Promotion in Hospitals: manual and self-assessment forms*
 - *Occupational Health & Safety Management Program for Nurses*



Key Findings: Policy

- *Australia*
 - Work linked to Australian Ministers' Health Council & National Health Workforce Taskforce
- *New Zealand*
 - Recommendations by National Workforce Advisory Committee
- *United Kingdom*
 - Improving Working Lives (IWL) Standard
- *Scotland*
 - Under authority of Minister of Health, Scottish Healthcare implementing:



Key Findings: Policy

- *United States*
 - *Better Jobs Better Care* grantees have influenced state policy
- *European Union*
 - Adopts a strong legislative approach with specific directives and customization at country level



Key Findings: Best Practices/Guidelines/Standards

- *Australia*
 - National Evaluation Framework, potential strategies and workforce innovation tools, guidelines & frameworks
- *New Zealand*
 - National guidelines and framework
- *Scotland*
 - Framework and options for flexible working



Key Findings: Best Practices/Guidelines/Standards

- *Great Britain*

- Accreditation Plus
- Occupational health and safety standards and Healthy Workplace Handbook

- *United States*

- *Health Work Striving for Excellence (Success factors)*
- *Better Jobs Better Care – Research and Demonstration Program with 13 projects in long-term care 0 Tool Profile*



Key Findings: Lessons Learned

- *Global Health Workforce Alliance*
 - Positive practice environments characteristics
- *Australia*
 - Research and demonstration projects/pilots
- *Great Britain*
 - Recognize the issue / identify the goal
 - Set system expectations to drive change
 - Make tools and processes available
 - Imbed change in organization's work culture
 - Invest system resources to sustain change



Key Findings: Lessons Learned

- *Scotland (Work Flexibility)*
 - Balanced approach
 - Different paths to flexibility
 - Planning, consultation and openness
 - Staff involvement for success
 - Internal and external opportunities to learn
 - Leadership development
 - Making use of information and evaluation
- *Scotland (Healthy Working Lives)*
 - Service delivery with partners
 - Knowledge translation
 - Collaboration
 - Policy-Research evidence
 - Assessment-evaluation-action monitoring



Key Findings: Lessons Learned

- *United States*
 - Themes from recruitment & retention study on nursing work environment improvement and innovation (AANE):
 - Overall Approach to Work Environment Improvement
 - Workplace Improvement Strategies and Methods
 - Effective Nursing and Hospital Leadership
 - Nurse Manager Success Factors
- *European Union*
 - Change is facilitated by:
 - Making it a priority and obligation
 - Sharing good practices and approaches
 - Adopting a collaborative approach



Emerging International Themes

Similarities

- Recognition of impact on healthcare system
- Government or sector commitment to action
- Evidence of sector collaboration
- Involvement/focus on frontline change
- Key lessons learned

Differences

- Area(s) of focus
- Level of policy/system support
- Use of standardized processes and tools
- Role of research and use of formal evaluation
- Outputs and outcomes
- Project-specific lessons learned



Implications for Canada

- Strong international recognition of impact of worklife and healthy workplaces
- HWI focus/approach driven by country issues and local context.
- HWI integral part of workforce planning
- External commitment and measurable expectations trigger local innovation and change.
- Definite project successes with relevant and probably transferable learnings.



Implications: HWI in Canada

Listening Within Borders

- Accountability & Indicator Development
- Collaboration
- Integration into Practice
- Knowledge Dissemination
- Leadership
- Research
- Resources

Listening Beyond Borders

- Published benchmarks and audit processes
- Engagement
- Innovation pilots/re-design
- Websites/Tool profiles
- Policy/standard/guideline
- Outcomes evaluation
- Published tools/processes



Next Steps

- Complete interviews
 - Key informants in five targeted countries
- Write report
 - Submission by March 31, 2009

Remember: "Healthy Workplaces are places where people want to work".